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MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Charges of Racial Discrimination in the Cable Secretariat

REFERENCE : Memorandum dated 23 October 1963, Subject -- Possible Issue of Racial Discrimination in CIA (Tab A)

1. This memorandum is for information only.
2. During the current survey of the Cable Secretariat we have given special attention to its personnel management and promotion policies. We have interviewed nearly all of its personnel and have reviewed in detail their personnel files, checking the educational background of the individual employees, their general aptitude as shown by various psychological tests and their performance over the years. We believe that we have a clear understanding of the Secretariat's personnel, both individually and collectively, as well as the manner in which they are managed. We are of the firm opinion that there is no racial or other discrimination practiced by Secretariat management.
3. There are morale problems in the Secretariat, from which we believe the charges of discrimination arose. While these are primarily the result of the character of the work--the highly repetitive processing of large volumes of material under unrelieved production pressures--we also feel that they have been aggravated somewhat by a tendency to apply to personnel management the same highly refined procedural techniques that have served so successfully in meeting the Secretariat's demanding responsibilities. We will have recommendations in our survey report that, hopefully, will relieve some of the tensions under which Secretariat personnel work and that will permit a gradual improvement in the present morale problem.

J. S. Harman
Inspector General

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